

**Continuity of Operation Plan (COOP)
Rhode Island Department of Environmental Management (DEM)**

6-14

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PURPOSE

This Continuity of Operation Plan (COOP) is intended to help preserve and restore essential functions of the Rhode Island Department of Environmental Management (DEM), if its headquarters is subject to a crisis, an actual or threatened loss of administrative capacity.

RISKS

With one exception, DEM offices and properties are so dispersed that any survivable emergency would interrupt services only briefly and leave most of the Department's capabilities intact. The exception is for the collection of DEM administrative offices at The Foundry (235 Promenade Street, Providence). Therefore, this COOP anticipates a crisis that would imperil DEM operations at that location. It might be caused by any natural disaster, accident, or terrorist act that significantly damages The Foundry or impedes access to it.

ADMINISTRATIVE FIRST RESPONSE

The first responders for a crisis at the Foundry will be fire fighters, police, EMS, and Foundry security staff. DEM administrators will manage actions to preserve and/or restore DEM operations.

The first step will be for the Director or his/her designee to call an organizational meeting. That meeting will be held as soon as possible and include all available Associate Directors, the Chief of Staff, and the heads of the offices of Emergency Response and Human Resources or their designees.

At that meeting, these DEM administrators will:

- Review available information on damage to the Foundry and operations based there (See "COOP Response Levels" below).
- Set response objectives.
- Determine the appropriate size and composition of the Crisis Response Team (See "Responsibilities of the CRT" and "CRT Structure" below).
- Develop a press release to inform and guide DEM employees and the people whom DEM serves.
- Set the length of a first planning period and a time, place, and agenda for a second meeting.
- Appoint a staff member to investigate and report on the status of the Foundry and its operation for the next meeting.
- Appoint a staff member to notify staff who will be needed on the CRT (See "CRT Roster" below).
- Appoint a staff member to consult with division chiefs on their needs and priorities for preserving and/or restoring services.
- Appoint a staff member to establish liaison with other key state offices (e.g., The Governor and Department of Administration).

For guidance thereafter, see "Activating the COOP" and "Relocation Issues and Resources" below.

COOP RESPONSE LEVELS

Level 1 – Part of Headquarters Affected

The Foundry remains open, but normal business activities are suspended in a room, floor, or section because of damage.

Level 2 – Headquarters Inaccessible

Due to an actual or threatened emergency, The Foundry is closed for normal business activities, but surrounding buildings, utilities, and transportation systems continue to function.

Level 3 – Headquarters and Immediate Surroundings Affected

Due to an actual or threatened emergency, The Foundry as well as surrounding buildings or access routes are closed to normal business activities.

Level 4 – Providence Metropolitan Area Affected

Due to an actual or threatened emergency, the Providence metropolitan area is closed to normal business activities.

CRISIS RESPONSE TEAM (CRT)

The Crisis Response Team (CRT) implements the Continuity of Operation Plan. As with Incident Command, the CRT will adjust its size and complexity to suit the emergency. In a Level 1 Incident, the Director of DEM (or his/her successor) is apt to administer the COOP alone or to assign broad responsibilities to one or two associates. A Level 2 or higher incident will likely require the engagement of administrators from several divisions, each with focused responsibility as well as the support of other agencies, as outlined in “Relocation Issues and Resources” below.

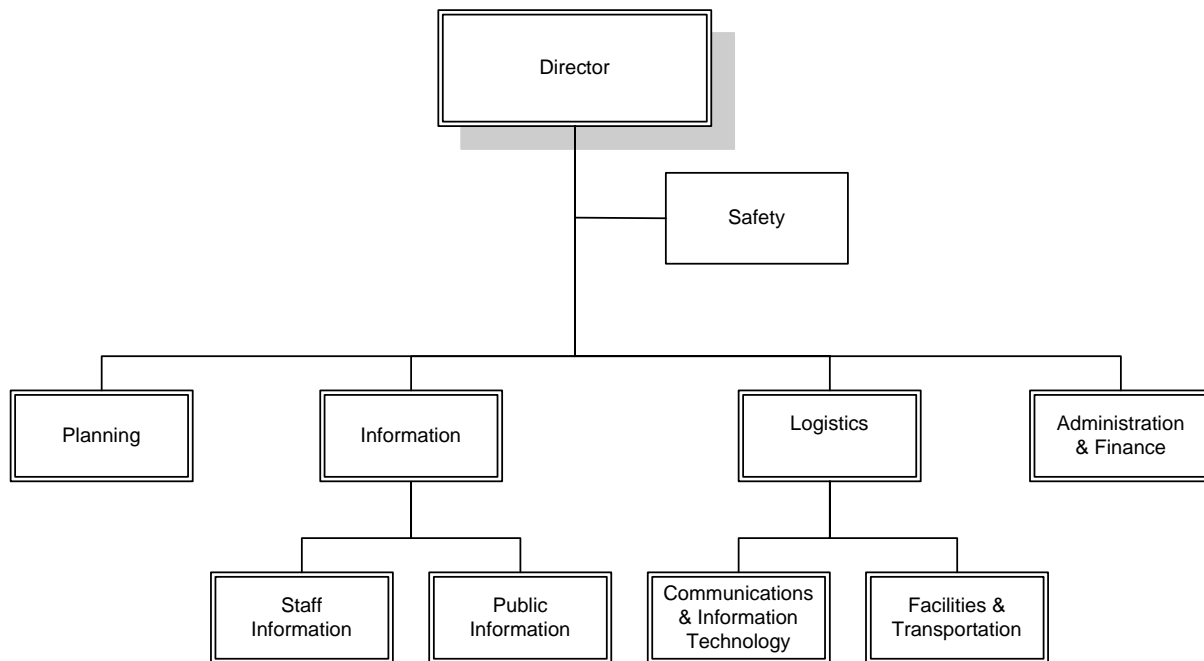
Responsibilities of the CRT

- Director
 - Acquire and apply the most accurate, up-to-date assessment of the crisis.
 - Establish objectives and strategies for continuity of DEM operation.
 - Deploy resources as effectively as possible, first for restoration of infrastructure and then services (see priorities below).
 - When appropriate, activate (or deactivate) the CRT, delegate protective authority to a Safety Officer, and direct DEM staff to cooperate.
 - Coordinate the CRT (e.g., receive and hold briefings on a regular 8-, 12-, or 24-hour cycle).
 - Review and authorize action plans, information releases, contracts, and expenditures.
- Safety
 - Direct resources to protect the health and safety of DEM employees and visitors.
 - Establish procedures for staff to report to the Safety Officer any apparent threat to health and safety in COOP operations (e.g., in the relocation process).

- Liaise with CRT Staff Information and Planning, and report to the Director.
- Planning
 - In communication with other members of the CRT and appropriate authorities (e.g., building manager, public safety officers), gather information on the incident and its impact on DEM.
 - Assess the urgency of the state's need for particular DEM services and the needs of relevant divisions for continuity of DEM operation.
 - Develop priorities for preservation, suspension, relocation, or restoration of critical DEM services.
 - Develop strategies for affecting priorities (e.g., reassigning staff or facilities, preparing to reenter the foundry or to restore records).
 - For each action period (8, 12, or 24 hours), develop a plan to maintain or restore continuity of DEM operation.
 - Report to the Director.
- Information – Staff Information
 - Activate plans for emergency communication (e.g., capacity for phone tree, posts to the DEM Intranet, contributions to press releases by CRT Public Information).
 - Provide directions for employees during the crisis (e.g., changes in responsibilities and work site for staff, unless otherwise instructed by supervisor).
 - Insofar as possible during staff communications, collect information on DEM operational status for the CRT Planner.
 - Liaise with CRT Public Information, brief CRT Planning, and report to the Director.
- Information – Public Information
 - Activate plans for emergency communication (e.g., develop and issue press releases, posts to the DEM WWWbsite).
 - Provide appropriate public information (e.g., press releases) on the incident and status of DEM operations, phone number(s) for public and/or staff to call with questions and a URL for a WWWbsite with answers to FAQs.
 - Provide directions for public use of DEM services (e.g., suspension of selected permit/license/registration procedures, alternative application sites).
 - Insofar as possible during communications with the public, collect information on DEM operational status for the CRT Planner.
 - Liaise with CRT Staff Information, brief CRT Planning, and report to the Director.
- Logistics – Communications and Information Technology.
 - Assess DEM communications and data processing capacity.
 - Activate back-up systems, as required, beginning with payroll, backed up with Dept. of Administration
 - Restore hardware, beginning with:
 1. One PC with ISP and one phone for each division

- 2. One PC with ISP and one phone per 15 staff
 - Reactivate mission-critical applications, beginning with:
 - 1. Payroll and purchasing
 - 2. E-mail, Intranet and Internet Service
 - Liaise with CRT Facilities and Transportation, brief CRT Planning, and report to the Director.
- Logistics – Facilities and Transportation
 - Assess staff, facility, and transportation requirements and existing resources for priority DEM functions.
 - Administer the movement of available resources (e.g., motor pool, salvageable equipment) to priority functions.
 - For relocation site, consult with Department of Administration.
 - Liaise with CRT Communications and Information Technology, brief CRT Planning, and report to the Director.
- Administration and Finance
 - Track DEM staff during evacuation and relocation.
 - Assure continuity of payroll and other human resource management systems.
 - Establish budget and cost accounting procedures for relocation.
 - Oversee contracting for incident response.
 - Liaise with CRT Logistics, brief CRT Planning, and report to the Director.

CRT Structure



CRT Roster

The Director's Office will authorize staff or designees from among the following to maintain the COOP and staff the CRT:

NAME	PHONE	E-MAIL
Director		
Michael Sullivan	222-6677, ext. 2405	michael.sullivan@dem.ri.gov
Terry Gray	222-6677, ext. 7100	terry.gray@dem.ri.gov
Alicia Good	222-4700, ext. 7200	alicia.good@dem.ri.gov
Michael Mulhare	222-4700, ext. 7124	michael.mulhare@dem.ri.gov
Safety		
Tom Bourn	647-4389 or -3367	thomas.bourn@dem.ri.gov
Kurt Schatz	222-4700, ext. 2205	kurt.schatz@dem.ri.gov
Planning		
Bob Sutton	222-2776, ext. 4300	robert.sutton@dem.ri.gov
Tom Getz	222-4700, ext. 2417	thomas.getz@dem.ri.gov
Information – Staff Information		
Gail Mastrati	222-4700, ext. 2402	gail.mastrati@dem.ri.us
Information – Public Information		
Ron Gagnon	222-6822, ext. 7500	ron.gagnon@dem.ri.gov
Bob Ballou	222-2771, ext. 4420	robert.ballou@dem.ri.gov
Logistics – Communications and Information Technology		
Warren Angell	222-4700, ext. 2424	warren.angell@dem.ri.gov
Logistics – Transportation		
Glenn Miller	222-6825, ext. 4900	glenn.miller@dem.ri.gov
Jean Thompson	222-6825, ext. 4916	jean.thompson@dem.ri.gov
Steve Wright	222-2632	steven.wright@dem.ri.gov
Administration and Finance		
Charlene Hainsworth	222-2774, ext. 4601	charlene.hainsworth@dem.ri.gov
Terry Maguire	222-6825, ext. 4902	terrence.maguire@dem.ri.gov

CRISIS RESPONSE

Protective Actions

For occupants of a structure to reduce their exposure to a hazard, protective actions must be started as soon as someone identifies a threat. In-place sheltering and evacuation are their main alternatives. In the case of smoke, fire, or an explosion in the Foundry itself, an immediate evacuation is in order. If a similarly contained, structural threat occurs near but not in the Foundry, it might be better to stay put. Yet other sorts of threats (e.g. a release of a hazardous substance) require a decision: evacuate or shelter in place?

Evacuation

Occupants must promptly exit a structure when an incident threatens its integrity (e.g., fire, explosion). An interior release of noxious fumes or hazardous materials may also require an evacuation of all actually or potentially affected areas.

During duty hours, DEM employees and visitors in the Foundry must follow evacuation directions. Employees should familiarize themselves with the *RI/DEM Emergency Evacuation Plan* for the Foundry. This plan includes:

- Fire evacuation and notification procedures
- Daily fire safety practices
- Emergency evacuation routes and assembly areas
- Areas of assistance
- Bomb threat procedures
- List of office captains and volunteers

Shelter in Place

Evacuation during incidents involving hazardous substances is sometimes but not always necessary, especially if the threat originates outside the structure. Airborne toxins can move faster than evacuees and pass or dissipate quickly. (For example, a breeze of just 5 mph can move a chemical plume a mile in 12 minutes.) Furthermore, people who are sick or who have disabilities may sustain more injuries during evacuation than they would by staying inside and putting simple countermeasures into effect.

For releases that are outside the structure and/or short-term, occupants may be best directed to remain inside, with doors and windows closed and the heating or air conditioning system off. A decision to shelter in place rather than evacuate will be made by the Incident Commander (normally the senior fire department officer on-scene).

Terminating Protective Actions

The Incident Commander shall authorize persons to reenter affected or threatened areas when the RI Department of Health and/or RI Department of Environmental Management advises that reentry is safe.

Activating the COOP

Activation Decision

The Director of DEM or his/her designee has authority to activate the CRT. Activation is appropriate when the Foundry is likely to remain inaccessible longer than the functions of DEM within the Foundry can be suspended.

Relocation of Functions

Within 24 hours of activation, the CRT begins relocating DEM offices according to the priority of their functions and need.

Priority for Relocation and Other Crisis Resources

DEM divisions will be allocated existing resources according to the urgency of (1) specific services to public health, safety, and welfare and (2) their need. Priorities must be tailored both to maintain DEM's infrastructure in general and to provide incident-specific response. For example, if the incident affects not only the Foundry but also waste water treatment facilities, services of the Office of Water Resources will become urgent. Other services (e.g., long-term planning or the processing of new permits) may be suspended and their resources temporarily reallocated. (For a summary of essential services, vulnerabilities, and needs of each DEM division, see "[Appendix A: Risk Assessment for Divisions of DEM](#).")

With modification for State as well as DEM circumstances, under this COOP DEM operations should expect to receive priority for relocation and/or resources for restoration of services in the following order:

A. Infrastructure:

1. Director's Office
2. Human Resources
3. Management Services
4. Information Management
5. Communications & Media Relations
6. Criminal Investigation
7. Legal Services
8. Technical & Customer Assistance
9. Administrative Adjudication
10. Planning and Development
11. Strategic Planning

B. Services:

1. Law Enforcement
2. Emergency Response
3. Compliance and Inspection (if incident entails air, waste or water quality issues)
4. Depending on the incident . . . :
 - Water Resources (if incident entails threats to water quality, shellfish, waste water treatment, or wetlands)

- Waste Management (if incident entails cleanup, transport and disposal of debris)
- Forest Environment (if incident entails wildfire, wildlife emergency, search and rescue, snow or tree falls)
- Fish & Wildlife (if incident entails threats to fish and wildlife)
- Agriculture (if incident entails zoonotic disease, insects, threats to animals, farms, or transport of agricultural products)
- Parks and Recreation (if incident entails threat to parks or beaches)
- Air Resources (if incident entails contaminants in the air)
- Coastal Resources (if incident entails threat to state piers)
- Sustainable Watersheds

Emergency Relocation Sites (ERS)

Site	Level	Location
Alternative space in the Foundry	Level 1	235 Promenade Street Providence
Primary ERS:	Level 2	Out-of-town headquarters of DEM offices or divisions
Secondary ERS:	Level 3 or 4	Subject to assignment and approval by Department of Administration

Relocation Issues and Resources

Note: The following are suggestions to help the CRT anticipate actions and sources of assistance that MAY be appropriate. In light of incident-specific conditions and in consultation with support agencies, particularly the Department of Administration (DOA), the CRT will select from or supplement the following.

1. Insofar as possible, identify, protect and secure surviving resources (e.g., offices, furniture, files, computers, phones).
 - Steven Hall, Office of Law Enforcement, DEM (222-1980, 222-6800 or -3070; steven.hall@dem.ri.gov)
 - Providence Police Dept. (272-3121 or 911).
 - Off-duty local police officers.
2. Establish procedure for tracking expenses associated with the crisis.
 - Terry Maguire, Acting Associate Director, Management Services, 222-6825, ext. 4902; terrence.maguire@dem.ri.gov).
 - The Department of Administration may be able to loan support staff. Contact Jerome F. Williams, Chair of State Property's Committee, Executive Director, DOA (222-2280; jwilliams@gw.doa.state.ri.us).

3. Check occupational health risks (e.g., air quality, moisture/mold, hazardous substances) in the Foundry to determine which, if any, offices may be safely reoccupied.
 - Michael Mulhare, Emergency Response Administrator, DEM (222-6677, ext. 7124; michael.mulhare@dem.ri.gov).
 - Bill Ferguson, Associate Director of Facilities Management, DOA (222-6200; billF@gw.doa.state.ri.us).
 - Marie Stöeckel, Chief, Occupational Health, Department of Health (222-2438; marieS@doh.state.ri.us).
 - Bill Howe, Chief of Inspections, Division of State Fire Marshal (294-0861, ext. 117; whowe@fire_marshall.ri.gov).
4. Contact insurer to report damage or injuries, to request assistance in planning remediation and proper documentation. (Note: state deductible is \$100,000)
 - David Dugan, Account Executive, CIC, Independent Insurance Agents of RI (732-2400; david.dugan@iari.com).
 - Kevin Carvalho, Risk Manager, DOA (222-6429; kcarvalho@doa.state.ri.us).
5. Publicize changes in DEM operations that may affect staff and public services.
 - DEM Office of Communications and Media Relations for press releases. Chief Gail Mastrati (222-4700, ext. 2402; gail.mastrati@dem.ri.gov) or Stephanie Powell (222-4700, ext. 4418; stephanie.powell@dem.ri.gov).
 - Coordinate press releases with Office of the Governor (222-2080) -- Barbara Trainer, Jeff Neal, Steve Kass (Executive Counselor to the Governor for Policy and Communications), Ken McCay (Chief of Staff).
 - Thomas Epstein (222-6822, ext. 7501; thomas.epstein@dem.ri.gov) for emergency changes to DEM WWWeb site, such as:
 - Add banner to homepages, announcing an emergency that requires changes in sites or services;
 - Create a page, linked to homepages, with a list of changes in sites and/or services;
 - Create a page, linked to homepages and the list of changes, with answers to FAQ.
 - To change daytime phone message on DEM line (222-4700) and/or add new message on DEM Automated Information Line (222-2793), contact Jean Thompson, Office of Management Services, DEM (222-6825, ext. 4916; jean.thompson@dem.ri.gov). If Jean is unavailable, contact Terry Maguire, Acting Associate Director, Management Services, (222-6825, ext. 4902; terrence.maguire@dem.ri.gov). Note: Support for DEM telecommunications is normally available through the Division of Information/DOIT, Department of Administration. Contact Clarence Bussius (462-5997; clarence.bussius@doit.ri.gov).

- RI EMA may approve a request to use its automatic control distribution system (one or two phone numbers routed to multiple lines, e.g., for staff or public communications), either through the Rumor Control Hotline (with up to 15 phones sharing a line) or the Amber Alert Hotline (with up to 12 phones at the EOC). (Note: This service will be unavailable if there is a statewide emergency or security alert that limits access to the EOC.) Contact Jim Bell, RI EMA (462-7150 or 946-9996) or John Allcott (462-7127 or 946-9996).
 - If conditions (e.g., space or public-access requirements) do not permit use of EOC, an alternate site for a call center may be arranged in the Howard Complex in Cranston. E.g., Harrington Hall basement has been wired; so EOC phones might be relocated there. Or (if Department of Corrections does not need it), DOC may allow use of its own phone bank, in the large conference room at the Department of Corrections Administration Building A, 40 Howard Avenue. Contact Clarence Bussius (222-5997; clarence.bussius@doit.ri.gov).
 - Providence Police Department may approve a request to use its new automatic control distribution system at 591 Charles Street. Contact: Leo Messier (228-8000 or 272-3121).
6. Contact a remediation firm (none on the MPA) for an estimate of the work to be done and to develop specifications to require of the landlord (e.g., for smoke and standing water remediation). Identify, evaluate, and control hazards, and set measures for re-opening.
- Remediation firm identified by landlord.
 - ATC Associates, Vendor #002242 (721-0730; solutions@atc-enviro.com).
 - Scott Herzog, CIH, OccuHealth, Inc (OHI) (508-339-9119 or 800-729-1035; s_herzog@occuhealth.com).
7. If restoration or relocation of telecommunications and IT is required, activate the IT Plan.
- For assessment of DEM IT needs and resources, contact Warren Angell, Chief, Management Information Systems, DEM (222-4700, ext. 2424; warren.angell@dem.ri.gov).
 - For assessment of DEM phones needs and resources, contact Jean Thompson, Office of Management Services, DEM (222-6825, ext. 4916; jean.thompson@dem.ri.gov). If Jean is unavailable, contact Terry Maguire, Acting Associate Director, Management Services, 222-6825, ext. 4902; terrence.maguire@dem.ri.gov).
 - Howard Boksenbaum, Library and Information Services DOA (222-5708; howardBm@gw.doa.state.ri.us).
 - Walter Casper, Information Technology, DOA (222-5708; wallyC@gw.doa.state.ri.us).
 - Clarence Bussius, Division of Information/DOIT, Department of Administration (462-5997; clarence.bussius@doit.ri.gov).
 - Consult Electronic Records Addendum (forthcoming) to *Records Management Policy: A Report of the Records Management Policy Working Group* (June 9, 2003).

- See “[Data Recovery Suppliers and Services](http://www.nedcc.org/suppliers/supdrec.htm)” listed on-line by Northeast Document Conservation Center, <<http://www.nedcc.org/suppliers/supdrec.htm>>.
8. If recovery or restoration of paper documents is required, activate the Record Recovery Plan.
- Consult “[Appendix E: DEM Record Recovery Plan](#).” (From Appendix H and H-1 of *DEM Records Management Policy: A Report of the Records Management Policy Working Group*, June 9, 2003).
 - For record restoration or relocation priorities, consult the Records Management Liaisons in affected DEM divisions for divisional priorities. (See “[Appendix B: DEM Records Management Liaisons](#).”)
 - See “[Emergency Management Suppliers and Services](http://www.nedcc.org/plam3/tleaf36.htm)” listed on-line by Northeast Document Conservation Center <<http://www.nedcc.org/plam3/tleaf36.htm>>.
 - See “[Appendix D: Recovery Services, Supplies, and Vendors](#)” (from Chapter 11 of the *Disaster Readiness, Response, and Recovery Manual* by The Disaster and Preservation Services Task Force of Rhode Island’s Preservation Planning Project, 1999)
 - Beth Perry, Library Services, DoA (222-5775; bethpy@lori.state.ri.us).
9. Determine DEM needs, in light of specific crisis conditions. Identify the requisite number of offices, people, equipment, and telecommunications connections.
- See “[Appendix A: Risk Assessment for Divisions of DEM](#).”
 - Consult Chiefs of DEM Divisions (e.g., call or circulate survey. See “[Appendix C: Leadership Succession for DEM Offices](#)”).
10. If relocation is required, identify a suitable property.
- Bill Ferguson, Associate Director of Central Services, DOA (222-6200; billF@gw.doa.state.ri.us).
 - John Ryan, Capital Projects and Property Management, DOA (222-4240; johnR@gw.doa.state.ri.us).
 - Jerome F. Williams, Chair of State Property’s Committee, Executive Director, DOA (222-2280; jwilliams@gw.doa.state.ri.us).
 - Beverly Najarian, Director, DOA (222-2280; bnajarian@admin.ri.gov).
11. Gain approval to relocate to the alternate site.
- Jerome F. Williams, Chair of State Property’s Committee, Executive Director, DOA (222-2280; jwilliams@gw.doa.state.ri.us).
 - Beverly Najarian, Director, DOA (222-2280; bnajarian@admin.ri.gov).
12. Establish and inform union of occupational safety of alternate site (e.g., proper fire exits, signs, sprinklers, adequate air quality, and facility security).
- Bill Ferguson, Associate Director of Facilities Management, DOA (222-6200; billF@gw.doa.state.ri.us).
 - Bill Howe, Chief of Inspections, Division of State Fire Marshal, (294-0861, ext. 117) or Richard James (294-0861).

13. Establish security for operations at alternate site.
 - Steven Hall, Office of Law Enforcement, DEM (222-1980,222-6800 or -3070; steven.hall@dem.ri.gov).
 - Off-duty local police officers.
14. Clean alternate site and salvaged equipment.
 - Inmate cleaning crew and equipment, Joe Flaherty, Department of Corrections, Correctional Industries (462-1444 or 462-2134 or cell 486-8110).
 - Snowplowing, Namvar Moghadam, DOT (222-6590, ext. 4800; nmoghadam@dot.state.ri.us).
15. Arrange for design and layout of workspace; rental, delivery and installation of dividers and furniture.
 - Move Management and Design, Vendor # 001019 (272-2022; ctc@movemgmt.com).
16. Establish electricity, phone, and information technology capacity in the alternate site. (Note: Electrical work is likely to require approval of the local building official.)
 - For DEM IT needs and resources, contact Warren Angell, Chief, Management Information Systems, DEM (222-4700, ext. 2424; warren.angell@dem.ri.gov).
 - For DEM phones needs and resources, contact Jean Thompson, Office of Management Services, DEM (222-6825, ext. 4916; jean.thompson@dem.ri.gov). If Jean is unavailable, contact Terry Maguire, Acting Associate Director, Management Services, (222-6825, ext. 4902; terrence.maguire@dem.ri.gov).
 - Howard Boksenbaum, Library and Information Services DOA (222-5708; HowardBm@gw.doa.state.ri.us).
 - Walter Casper, Information Technology, DOA (222-5708; WallyC@gw.doa.state.ri.us).
 - For Verizon service (e.g. to assess telephone capacity and/or add service) work through Clarence Bussius (462-5997; clarence.bussius@doit.ri.gov). The Verizon representative (who will require DOA authorization) is Curt D'Aguanno (455-4541).
 - C&K Electric, MPA #68M00251328A (331-3909)
 - Econotel Business Systems Inc. (EBS), MPA # 68M00281380 (435-4900 or 800-776-4967; ebs@econotel.com).
 - Consult Electronic Records Addendum (forthcoming) to *Records Management Policy: A Report of the Records Management Policy Working Group* (June 9, 2003).
 - See "[Data Recovery Suppliers and Services](http://www.nedcc.org/suppliers/supdrec.htm)" listed on-line by Northeast Document Conservation Center, <<http://www.nedcc.org/suppliers/supdrec.htm>>.

17. Move surplus or salvage equipment.

- Inmate movers, trucks, and moving equipment, Joe Flaherty, Department of Corrections, Correctional Industries (462-1444 or 462-2134 or cell 401 486-8110).
- Conlon Moving & Storage, RI Vendor, #15215 (800-831-7356 or 351-2220).

18. If appropriate, add road signs that direct visitors to alternate DEM site.

- Namvar Moghadam, RI DOT (222-6590, ext. 4800; nmoghadam@dot.state.ri.us).
- Dorothy Pascale, RI DOT (222-2481, ext 4635; dpascale@dot.state.ri.us).